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Rafał Dutkiewicz**

**The Strategy
"Wrocław in the Perspective 2020 plus"**

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Wroclaw in the Perspective 2020 plus

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1 INTRODUCTION

1.1 OBJECTIVES AND SCOPE OF THE STRATEGY WROCLAW 2000 PLUS UPDATE

In 1998 the City Council of Wrocław adopted the development strategy “Wrocław 2000 Plus.” As the name suggests, it was meant to be a medium-term approach with a horizon of some 10 years. At the end of this period the need for a new document, reaching into a more distant future became evident.

The overview of the last decade developments indicates that the “Wrocław 2000 Plus” strategy withstood the test of time, especially in defining the proper directions of the City evolution. Not only a number of objectives were successfully implemented, but also programs formulated in the strategy are being continued, though not all at the same pace. In the meantime some intermediary tools of the city management were established, such as the long-term investment plan or the guidelines for socio-economic development, which convert strategic tasks into tangible projects and operations.

In the present situation there is no need for substantial modification of the strategic vision from the year 1998. Still, it should be adapted to the new situation, especially the membership of Poland in the EU. The strategy “Wrocław 2020 Plus” embraces the changes of the last eight years and attempts to look some ten to twenty years ahead. It takes into account the new competencies in the medium-term city management and tries to anticipate the consequences of shifts in social attitudes that are currently unfolding.

While the message of the strategy remains generally the same, the form of the document has substantially changed. The present strategy does not declare priorities and does not attempt to set specific tasks. It focuses on describing the vector of the desired change by indicating directions in which Wrocław should be transformed. In doing so, it identifies the challenges to be met and the values to be protected, strengthened, and promoted.

1.2 ASSUMPTIONS ON THE EVOLUTION OF THE EXTERNAL CONDITIONS

- INTERNATIONAL CONDITIONS WILL CONTINUE TO BE STABLE. Economic issues will remain the first priority. EU politics will not change dramatically and its basic commitments will be met. Globalisation will neither accelerate nor collapse. Such guesses might be not fully realistic; hence **a need for some autonomous potential enabling endurance of possible hardships.**
- THE LONG OVERDUE PROCESS OF THE GLOBAL CONVERGENCE WILL CONTINUE. Fast development of China and India will make the world more multipolar than it was expected until recently. The space of competition will expand. The mere fact of being a part of Europe will decrease in importance. For Wrocław, as for Poland and CEE, which are neither poor nor prosperous, the major problem will be **to find a good position in the global game.** This is essential, as the benefits from globalization are clearer for the leading and for the backward.

- THE WORLD WILL EVOLVE TOWARD A GLOBAL VILLAGE. Computer technologies should create favourable conditions for a further dissipation of production, banking, information services, management and entertainment. The importance of cities as the centres of power and the access points to the rare goods will dwindle. The perspectives of the big cities are linked to their capacity **to become centres of competence and keystones of their agglomerations.**
- THE CULTURAL COUNTER-REVOLUTION WILL ADVANCE. The emphasis on the ethical aspects of public activities will increase. **A return to the society model based on values rather than on procedures might be expected.** The Muslim fundamentalism will push Europe towards acceptance of its Christian roots. The postulate of unconditional tolerance will be softened by recognition of the increasing social costs (an opinion from the debate on this strategy: *with abandonment of values many of the former bright hopes converted into grim realities*). On the Polish stage, the generation of John Paul II might be expected to play an increasingly important part.
- THE DEMOGRAPHIC CRISIS WILL SHATTER THE PREVIOUS EXPECTATIONS CONCERNING THE EXPANSION OF CITIES. (In the Wrocław area, the 40% decline in the birth rate exceeds the 30% increase in the death rate). In the countries affected by such crisis **urban planning policies will be revised toward a greater cohesion of urban areas.**
- THE ENTITLEMENTS OF THE AGEING POPULATION WOULD BURDEN SOCIETIES WITH DEBILITATING WELFARE BENEFITS. This will precipitate the end of the welfare state pipe dream. There will be not enough resources for the procedural distribution of entitlements. It will be more effective to use those resources to augment assets of the community based self-help systems. **The cities failing to launch such systems will face social degradation.**
- UNDER DEMOGRAPHIC SQUEEZE THE COMPETITION AMONG EUROPEAN CITIES FOR ECONOMICALLY ACTIVE RESIDENTS WILL BECOME FIERCE. The cities with shortage of jobs, housing or attractions, will loose such residents and degrade into clusters of economically excluded. Yet, the mere absence of deficiencies will not be enough. **In competition for the first-class competences, cities will have to combine effectively flexible vocational policies with flexible pro-family policies.**
- DISAPPOINTMENT WITH RESULTS OF MODERNISATION BY IMITATION WILL INCREASE. Absurdity of copying appearances of modernity instead of its essence and of mimicking consumers of prosperity instead of its creators will become obvious. The static concept of the so-called "normality" will burn out. An understanding will emerge that **innovations are the true source of competitive advantages.**
- THE PRESSURES OF GLOBAL COMPETITION AND PUBLIC OPINION WILL RESULT IN THE IMPROVED GOVERNANCE OF THE COUNTRY. It has to be expected that:
 - the scope of procedural burden will decrease and regulations will be simplified,

- the system of law enforcement will be streamlined,
 - the taxation of labour will be reduced.
- THE IDEA OF HARMONY ENFORCED BY METICULOUS REGULATIONS WILL PROVE TO BE UNSUCCESSFUL, FORCING EU, AND POLAND, TO EMBRACE THE PRINCIPLE OF SUBSIDIARY. IN EFFECT, THE ROLE OF LOCAL GOVERNMENTS WILL GET BIGGER and the scope of their authority in local matters (tenders, taxes) will grow. Also the involvement of local governments' in various types of networks will increase substantially. This should unblock adaptive mechanisms of development, which are based on parallel experimenting and mutual learning.
- INFRASTRUCTURAL BARRIERS TO THE DEVELOPMENT OF WROCLAW ARE BOUND TO DISAPPEAR. Communication links with the principal cities of the Lower Silesia, Poland, and neighbouring countries are already being upgraded. The infrastructural needs of Wroclaw have been well recognized and the City is well advanced with the necessary engineering. This **shifts the problems of the infrastructure extension and modernisation from the strategic to the operational perspective.**
- HOPES FOR A MAJOR IMPROVEMENT IN THE ECONOMIC SITUATION OF POLAND WILL BE FULFILLED. Wroclaw seems to be well-prepared for such development. Its politicians act with conviction that *the very good times for Poland, the very good times for the region, and the very good times for the entire Wroclaw conurbation are coming*. Yet, in the strategic perspective, **booms as well as slumps may be expected.** City should make the most of the former – in a dynamic and rational way. It should be also prepared to endure the latter with a possibly little pain.

1.3 THREE LEVELS OF FUTURE MANAGEMENT

There are three levels of future management. Each one has its own time horizon, its specificity, and a system of measures that might control the ongoing and anticipated processes. Schematically it can be presented in the following way

- Task level – short-term horizon – management by procedures,
- Operational level – medium-term horizon – management by objectives,
- Strategic level – long-term horizon – management by values.

It follows from the above differentiation that **the strategy should name the values that we want to emphasize.** These generate a vision bound by the time-frame adopted and the realistic appraisal of resources. The decisions concerning realization of such vision, the choices on: what, how, when and at what expense, belong to operational and task management levels.

1.4 METHODOLOGICAL GUIDELINES OF THE STRATEGY

- "WROCLAW IN PERSPECTIVE 2020 PLUS" IS A DEVELOPMENT STRATEGY FOR THE CITY UNDERSTOOD AS A COMMON SPACE OF ITS INHABITANTS. In this perspective, the city authorities might be a leading but surely not the sole causative

factor of the city advancement. The City Hall is expected not only to use its powers but to facilitate and inspire other local actors' actions as well. It should also advocate the necessary changes in the wider legal environment.

- THE STRATEGY IS NEEDED TO REACH A CONSENSUS ABOUT THE ESSENTIAL MATTERS. The strategic objective is to hand down Wrocław to the next generation in a condition sufficiently good to assure that the City will be a player rather than a token in the global processes.
- INSTEAD OF ANTICIPATING AND PLANNING FOR DECADES AHEAD, IT IS BETTER TO FOCUS ON CREATING CONDITIONS IN WHICH A BETTER FUTURE MIGHT HAPPEN. From the strategic point of view this calls for investment in people and in their cultural background.
- IT IS CRUCIAL THAT WROCLAW EMBEDS A LOT OF YOUNG MEN AND WOMEN WITH HIGH POTENTIAL. People who have talents and competencies to deal with future challenges and might become the leaders of the civic society. The problem is that for such skills the world is wide open, so **Wrocław must be attractive enough to persuade promising youngsters to stay and settle in.**
- WROCLAW MUST FACE THE FACT THAT ITS ATTRACTIVENESS HAS TO BE BUILT WITH A RELATIVELY LITTLE MONEY (compared to what is invested by its more affluent peers). Disproportion of resources generally thwarts the plans based solely on the concept of "catching up with Europe." **The more Wrocław imitates prosperous European cities, the easier is the decision to abandon the replica and move to the original.**
- THE ATTRACTIVENESS OF WROCLAW MUST BE BUILT WITH REFERENCE NOT ONLY TO GLOBAL TRENDS BUT ALSO TO SOME NICHE VALUES, which are still important to the majority of Polish society and well-represented in Wrocław. This seems appropriate, as some of the earlier discarded values are now on the verge of renaissance, as remedies to the crisis of the immediate gratification based society. **It is very important to reflect on the flow of modernity and to distinguish currents of progress and decadence.**
- THE 20TH CENTURY IDEAS OF DEVELOPMENT BASED ON THE LONG-TERM PLANNING HAVE GOT DISCREDITED. There is a growing realization that these three factors: **social capital, culture of experimentation and decentralisation** are all-important for the sustainable competitiveness. The reason is that these factors are crucial for the effective creation and implementation of innovations.
- ACCUMULATION OF SOCIAL CAPITAL OCCURS WHEN RELATIONS BETWEEN THE PUBLIC SCENE PRINCIPAL ACTORS ARE MAINTAINED IN THE AREA OF HIGH TRUST. This is difficult because this area is close to the "thin red line" separating civic society from the one overtaken by mafia. It is common knowledge that moving behind that line

invites disaster caused by chaos. It is necessary to realize that backing away from that line invites disaster that is caused by stagnation.

- THE INNOVATIVE CULTURE OF EXPERIMENTING REQUIRES FREEDOM OF ACTION AND TOLERANCE OF ERROR. Its natural enemy is striving for perfection, especially if justified as a goal in itself. Innovation breeds on diversity and certain costs of sustaining diversity have to be endured. The space of freedom, so well-proven in the market economy, has to be sensibly extended into areas of science, education, health service, and even administration. **The organic metaphor of evolutionary progress should be appreciated at the expense of the industrial metaphor of planned development.**
- THINKING ABOUT FUTURE SHOULD NOT BE OVERLY RESTRAINED BY THE PRESENT PROCEDURAL CONSTRAINTS. The statute law has repetitively proved itself to be the most easily changeable part of reality. Natural law and common sense should be respected and pragmatic optimism should be a guide. In the long run unwise and harmful regulations are bound to be corrected.
- OPERATIONAL LEVELS ARE CONCERNED WITH PRODUCTS, WHILE STRATEGIC LEVELS SHOULD BE FOCUSED ON MARKETS. The city strategy indicates which of the citizens demands should be supported and which postponed, or even ignored. Decision makers should be able to distinguish: what is *more needed* from what is *more wanted*. The frequently put forward, obvious, but not very clear postulate of "the quality of life improvement" exemplifies this problem; especially when striving for an easier and striving for a more reasonable life collide.
- CREATION OF A SATISFACTORY FUTURE CALLS FOR TWO KINDS OF ACTIONS: WIDENING OF THE AVAILABLE OPTIONS AND IMPLEMENTATION OF THE RIGHT OPTIONS. From the strategic perspective it is essential that the present choices do not overly restrict the future alternatives. Also not all choices should assume *continued growth and expansion*. **In some areas of the city operations a better tomorrow calls for a creative destruction today.**
- THE CREW OF A CITY WHICH WANTS TO SAIL SUCCESSFULLY THROUGH THE STORMS OF ECONOMIC AND POLITIC UPHEAVALS MUST BE COMPETENT AND COOPERATIVE AT THE SAME TIME. Human and social capital has always been the prime factor of cities' development and this is not going to change.

1.5 DOCUMENT LAYOUT

PART TWO of the Strategy attempts to show specific qualities, which are helpful in transforming Wrocław into an increasingly attractive city. Admittedly, in a number of developmental determinants, Wrocław reminds of other Central European cities – still handicapped by the grim totalitarian heritage, but already enjoying freedom and the EU membership. Yet, in many aspects Wrocław is special and this creates considerable opportunities for its competitive growth.

PART THREE reaffirms the importance of the mission assigned to the City by John Paul II: *Wroclaw – a city of encounter, a city that unites*, and points on the ensuing responsibilities.

PARTS FOUR TO SEVEN contain the essential strategy recommendations and present directions of the City development from the four perspectives, which concern:

PEOPLE who have tied their fortunes with Wroclaw and expect to be able to lead here a healthy and safe life, get education, find work and realise their aspirations.

COMMUNITIES that are formed by the people of Wroclaw and make the difference between cooperating society and benefits claiming masses.

SPACE in which the functions of the City are performed and which is filled with objects that form the material substance of Wroclaw.

SELF-GOVERNMENT which is the emanation of the mind, will and competency of the City residents, and which might implement the recommendations of this Strategy.

The perspectives adopted, while obviously not wholly disjunctive, seem to provide a clear and comprehensive picture of the whole complex of problems associated with the development of Wroclaw. The contents of chapters in Parts 3–7 are based on the following scheme:

- Questions – strategic questions related to the basic developmental dilemmas, which should accompany thinking about the future. As a rule, they lack clear answers, but they seem to delineate the problem vectors, pointing where the answers should be sought.
- Indications – more and less broad recommendations of directions in which Wroclaw should change. They are meant as general guidelines that must be further specified in the proper operational plans. Only in some cases the Municipality of Wroclaw is expected to act on as a sole causative factor. In many others the role of the City Hall should be supportive or merely inspirational.
- Measures – selected exemplary proposals of the projects supporting strategy implementation – either research programs that provide a better insight into the situation or pilot programs that aim to develop the model solutions. The leading part in those measures is played by the City. Some currently negotiated prestigious projects with a strategic impact are also included.

PART EIGHT focuses on the Strategy implementation and monitoring.

2 THE POTENTIAL OF WROCLAW ATTRACTIVENESS

2.1 LOCATION

ADMINISTRATIVE: The Municipality and the urban district with about 2/3 of a million inhabitants. It is the fourth most populous city in Poland and 31st in the EU. The centre of the developing conurbation with about one million residents and the administrative capital of the Lower Silesia Province, which has a population of about 3 millions.

GEOGRAPHICAL: A major city in South-West Poland with remarkable architecture and topography, delightfully situated on the Odra River, relatively close to attractive tourist and recreational areas. As the hub of the region that is well urbanized and rich in resources, it represents about 1/7 of Poland's economic potential. The city has an important position in the metropolitan network of Central Europe – Poznan, Katowice, Lodz, Krakow, Dresden, Prague, Warsaw, Berlin, and Vienna are all within 170–380 km distance. Located in the immediate neighbourhood of the Czech Republic and Saxony, Wroclaw turns out to be the most directly exposed to the EU Polish city.

COMMERCIAL: A city at the intersection of traditional trading routes which nowadays regain their position among main transport arteries of Europe (railway line E-30, motorway A4, roads S-5 and S-8). The main road and railway hub of the South-West Poland. A fast growing airport as well as a river port whose potential remains to be revealed.

SYMBOLICAL: The historic capital of Silesia. The city with a thousand-year tradition in which various nations and cultures made their impact. The city that was lost by some and regained by the others. The place suitable to serve as a warning against consequences of bad choices and apt to become a symbol of European harmony over resentment.

2.2 GENIUS LOCI

AURA: A likeable and people-friendly city. Residents who enjoy their city. Visitors with fond memories of the city. The City that combines attractive location on banks of seven rivers, splendour of historic architecture, delightful residential areas, and attractions of the vibrant centre.

OPEN-MINDEDNESS: The residents open-minded about themselves and the newcomers. Low barriers of interpersonal relations. Variety, tolerance, ability to adapt. A sense of youth (of the spirit) and energy – the feeling of the place where dreams might be realized.

INNOVATIVENESS: The inclination of the City dwellers to new ideas and experiments. Effective though unconventional forms of opposition to the communist regime (Orange Alternative, Fighting Solidarity). Spontaneous and inspired cooperation in face of adversity (e.g. flood of 1997) Stimulating examples of innovative dexterity in the urban tissue (history of technology monuments of key importance).

SPIRITUALITY: An important spiritual centre of the country. One of the earliest bishop's sees in Poland. The place where the Polish – German reconciliation has started. Two Taizé International Youth Meetings. The city of the peaceful coexistence of various religious communities.

2.3 ECONOMY

INVESTMENT ATTRACTIVENESS: Wrocław as one of the most rapidly advancing Polish cities. Favourable opinions of international analysts. The prospective growth centre on European scale. Skilled labour. Positive experiences of foreign investors boost the new capital influx.

DIVERSIFICATION: Varied production and a wide range of services. Practically no problems arising from outdated industrial monoculture. Examples of original and successful economic initiatives.

JOB: After a period of turbulences, the City is close to achieve the critical mass of employment. Continued spontaneous growth is expected (about 100,000 new jobs in the conurbation area).

VECTORS OF DEVELOPMENT: High-tech industry based mostly on computer competencies (almost 50 years of tradition). Household appliances industry. Car industry. Fast developing financial services sector. Business environment firms. Logistics and transport companies. Educational and medical services.

2.4 INFRASTRUCTURE

The development of Wrocław is still hampered by serious infrastructural barriers. On the other hand, the modernisation processes are already so advanced that the removal of those barriers is shifting from the strategic to the operational perspective. Existing problems have been largely identified and the concepts to solve them have been developed. The necessary resources are either already available or within the City reach.

URBAN INFRASTRUCTURE: Since 1990s, the rapid reconstruction of the extensive, though devastated, communal infrastructure. Advanced technologies introduced to the system of public utilities to enhance the housing development and industrial investment.

TRANSPORT INFRASTRUCTURE: After years of haphazard attempts to patch up the decomposing traffic network, the through modernisation of the City road and street network is strongly on its course. Soon, the transit traffic will be removed from the city centre. Advanced projects of the public transport development, e.g. light tram and conurbation railway, are in the pipeline for implementation.

PUBLIC TRANSPORT: Once extensive, recently stifled by expansion of cars and dreadful roads, is now on the verge of renaissance. The anticipated solutions should provide its users with time advantage and priority in access to the city centre. The middle-term objective is an efficient public transport system encompassing the entire Wrocław conurbation.

HOUSING: After years of delay, it has got into the centre of attention. The strategic middle-term objective is a significant increase in housing development.

TRANSPORT NETWORKS: Connecting Wrocław to the modern transport networks, including airline networks, is advancing. Within the next few years the City should have efficient road and rail links to Warsaw, Berlin, Poznań, and Dresden, and somewhat later to Vienna and Prague. The strategic needs include also convenient access to the Baltic, Adriatic and Black Sea ports and tourist resorts.

2.5 COMPETENCIES

ACADEMIC: Wrocław ranks third in size and importance among Polish academic centres. About 120,000 students attend about 30 institutions of higher education. About one third of these institutions are research universities maintaining cooperation with the world science community. The City enjoys a steady local supply of the well-trained engineers and managers.

BUSINESS: The City successfully responded to the chances created by the market transformation of 1980s. High level of entrepreneurship. Diversified economy. A record number of small companies and the high share of people who live by running their own businesses. Emerging clusters of competencies (i.e. biotechnology, power industry, information technology, and finance sector).

COOPERATION: Tried-and-tested capacity of residents to organise themselves and improvise (the pioneer tradition, the 1997 flood experience). The ability of various actors of the public sphere to cooperate (from the region's political and economic forum in Krzyżowa to the foster family programs).

WELFARE: Sensible and responsible social policy targeted at achieving social inclusion. Clear understanding of the existent threats and their short- and long-term consequences. Intellectual courage in defining the roots of social pathologies and resolve to eradicate them. Readiness to cooperate with volunteers and local actors. Good team of social workers.

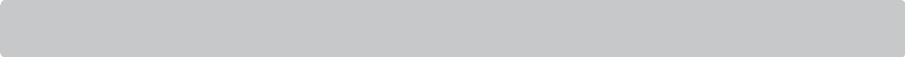
PROMOTIONAL: The city which methodically establishes its own brand at home and abroad. Growing ability to compete with other cities in the media spaces. Ambitious promotional ventures (EXPO).

SELF-GOVERNMENTAL: An exceptionally stable city management. The proven capability to reach workable agreements despite political differences. Ambitious developmental policy. Advanced projects of the infrastructure modernization. Know-how in attracting external investments and European funds. Visible success in improving the appeal of the city life in Wrocław.

The competencies of the city residents seem to have a sound demographic base. In relation to the EU area, Wrocław has, at the moment, a significant surplus in the group of twenty-year-olds. Many of them are well-educated, entrepreneurial, ambitious and open to the needs of the fellow citizens (the J.P. II generation).

2.6 CULTURE

HERITAGE: A city of many cultures where stones and books, as a saying goes: *speak different languages*. An ingenious conglomerate of lifestyles brought from different parts of Poland created by the influx of new residents during the post



WWII resettlements. In particular, a continuation of important motifs of cultures of the former Polish provinces in the East – with domination of the Lvov tradition. Commitment of the City to preserve its cultural capital (identification, cultivation, display and spread of the Polish and universal values).

PRESENT TIMES: The full set of big-city cultural institutions (the galleries, museums, theatres, opera, philharmonic orchestra, publishing houses etc). Outstanding artistic personalities. Dynamic and original artistic communities with national and international impact. Successful transfer of some avant-garde phenomena to the popular culture. Considerable niche audiences. Cyclical cultural events of high national and international standing.

EVERYDAY LIFE: Significant and varied possibilities of enjoying cultural activities in the public space, which tend to impress residents of other cities (especially the Old Market Square with its many attractions). Ambitious and advanced plans to spread the classy areas in the city fabric (i.e. the rebuilding of the Grunwaldzki and Wolnosci Squares, the renewal of the Centennial Hall complex). Considerable recreational potential (the Odra River).

3 MISSION

In 1997 Wrocław was the host to the 46th International Eucharistic Congress. On June 1st, in his *Statio Orbis* homily, Pope John Paul II said:

Wrocław is a city situated practically at the meeting point of three lands which through their history are very closely united to one another. It is, as it were, a city of encounter, a city that unites. Here meet in a certain way the spiritual traditions of East and West.

In this statement the wider order of things was concisely and pointedly revealed to the people of Wrocław. An order that defines their place and ask for their share. **WROCLAW WAS ANOINTED AS "THE MEETING PLACE."** The Strategy *Wrocław 2000 plus* expresses the mission of the city in words: *Wrocław – a city of meeting, a city that unites*. These words inspire authorities and residents of Wrocław in the city, in the region, in Poland, in Europe, and worldwide.

Also the present Strategy grasps the mission of Wrocław in the same phrase:

Wrocław – a city of the meeting, a city that unites.

It is also our conviction that it should remain this way. The noble need to meet and to unite has a timeless dimension and requires a constant attention of the successive generations.

We conceive our obligations to the mission to be as follows:

- We build a city with style, boasting an original and positive identity, as well as a high quality of metropolitan life, which ensure possibilities to meet and exchange ideas, goods, and services.
- We create a city which is attractive and friendly to its residents and to its visitors, a city filled with air of generosity and artistic experiments that draws good people, and facilitates their communication.
- We develop a city which is daring and reliable, consciously and decisively responding to the challenges of the future – a city that sets a positive example.
- Devoted to the principles of tolerance and mutual respect, we open the city to the friendly interaction between various cultures and views, boldly engaging the assets of our location and history.

4 PEOPLE

4.1 STANDARD OF LIVING

4.1.1 Health

- As medicine advances, the costs of treatment soar. **How to divide the financial resources available for health protection when their shortage is bound to be permanent?**
- For the old and lonely medical appointments become increasingly the only way to get attention of other people. **How to satisfy these social needs outside of medicine, and let the health services focus on the comprehensive patient treatment?**
- Holistic health policy. Implementing the rule of the maximum benefits for the resources available. Special emphasis on preventive health supporting measures.
- Promotion of responsible ways of living. Raising awareness of negative consequences of reckless lifestyles.
- Adjusting public spaces to requirements of disabled persons, elderly people and small children.
- Encouraging privatization of medical services in a way and a scale that would enable cost reduction and wider access to therapy by the genuine market competition.
- Maintaining sufficient staff in the public medical facilities by ensuring competitive work and payment conditions.
- Developing and sponsoring authorized systems of medical support services, especially in rehabilitation and nursing.
- Streamlining health service management and making it more flexible. Providing easy access to professional health care in situations of emergency or disaster.
- Assisting efforts to establish a leading regional centre of high medical competencies in Wrocław.
- Supporting the Wrocław Medical University in developing clinical specializations at the international level.
- Providing city residents with due conditions for mental and physical relaxation by sports and recreation.

- Working out comprehensive city policy to face the unprecedented challenge of demographic regression, including the role of paediatrics, geriatrics, and nursing care in the wide context of pro-family policy.
- Creating a programme aiming for a substantial improvement of sanitary and epidemiological standards in the city. Consistent enforcement of hygienic standards.

4.1.2 Safety

- In order to increase safety by the professional preventive-repressive measures some freedom and trust must be sacrificed. **How to create a city worthy of free people, in which safety will be based on prudence and courage of its residents, their responsibility for their neighbourhood and their readiness to defy disruptive behaviours?**
- The egoistic interpretation of individual freedoms gives rise to some formerly unknown social ills that radically reduce the attractiveness of the areas afflicted. **How to prevent dangers resulting from cynicism and stupidity without infringement of legal rights?**
- According to Ecclesiastes: *As goods increase, so do those who consume them.* The noble idea of social security has failed. Instead of supporting the few in need it creates the masses that need. **How to distinguish the truly disadvantaged from the usurpers, and how to help the needy to stand on their own feet?**
- Commitment to improve conventional safety, i.e. protection of life and property:
 - rising residents' support for police and municipal guard;
 - implementation of zero tolerance rules for conscientious offences;
 - regular surveillance of public places and urban transport;
 - commercialisation of actions against vandalism, littering, and illegitimate parking;
 - ensuring school safety.
- Effective reduction of new social ills, such as:
 - drugs, school crime, hazardous lifestyles;
 - legal terror (e.g. fiscal assaults, credit traps, illegal debt collection);
 - aggressive litigiousness (preying on public confidence);
 - anarchist subcultures;
 - terrorism.
- Improving security of the city against the natural forces, especially floods. Raising residents' awareness of the threats and building structures facilitating citizens' support in the extreme situations.

- Improving capacities to withstand disasters and conflicts. Integrating crisis management operations. Providing basic self-sufficiency in energy and provisions (proximity and diversification of sources).
- Stigmatising and punishing the reckless behaviours; e.g.: aggressive driving, pseudo-medical practices, and sloppy construction work.
- Ensuring the basic axiological security in the public sphere, including:
 - respect for the common values;
 - protection of the basic intimacy rights against pornography, trivialised violence, and nosiness of media;
 - protection of the public sphere against visual and acoustic aggression (vandalism, graffiti, intrusive marketing, noisy music, obscenities, etc);
 - resistance to cynical lies in the public sphere and advertising.
- Enhanced and precisely targeted measures ensuring social safety:
 - restrain on opportunities of “alternative carriers” that lead to the inheritance of poverty;
 - less formal and more deliberate distribution of social benefits (regard for the local context);
 - organising aid for the hungry and homeless while reducing beggary and vagrancy;
 - assisting those who try to grow up from hopelessness;
 - convincing inhabitants of the city to the case of social involvement, as well as making the city elites conscious of their charity obligations.
- A sociological research programme that would identify the sources the city residents’ anxiety and test their readiness to participate in preventive actions.
- A pilot project *Citizens against Adversities*, addressed to one of the city communities that have earned high respect for resisting the flood of 1997, aimed at launching of lasting citizen cooperation structures, inspired by historical forms of the urban self-organisation.

4.1.3 Housing

- The problem of the city is not only the lack of housing space but also its inadequate use. **How to facilitate the housing mobility in Wrocław?**
- The conviction that investments in real estate are extremely profitable is puzzling in the present demographic context. Yet, the high cost of property in Wrocław, which hardly lacks space, drives a lot of prospective homeowners beyond the city limits, where the costs are much lower. **How to ensure prevalence of urban development factors over speculative factors? How to stop the exodus of young and active residents out of the City?**

- Doing away with the outdated forms of housing property and the related privileges. Especially disposing of the huge bundle of communal flats inherited from the previous political system). Transition to the market rules.
- Accepting the general rule that people should live in conditions they can afford to sustain. Providing people with too expensive lodging means devastation.
- The city provided housing benefits for the undeservedly disadvantaged should be transparently expressed in the form of rent allowances.
- Establishing a genuine property market. Launching the comprehensive system of housing offers with different standards and locations which can be purchased straight away.
- Simplifying apartment swapping rules so the housing may be easily adapted to the current income and family needs. City support for the housing agencies.
- The persons with a great potential for the city, especially promising university graduates, should be persuaded to stay in Wrocław by housing loan guarantees and deferred loan repayments.
- The standards of social flats provided to the people in dire financial situations should be an incentive to undertake efforts to get lodging on the market.
- Speedy conclusion of the property rights transfer to the residents of the city owned flats.
- Launching a pilot programme *A Flat for the Graduate* in cooperation with universities.

4.2 EDUCATION

4.2.1 Education of Citizens

- Due to the Internet, the objectively testable knowledge about facts and rules becomes easily accessible, hence of little value. **How to enable educational systems to produce interactive knowledge (know-how and know-who), that becomes more and more valuable in the globalizing world?**
- Schools of today confront the problem of difficult pupils and their sometimes even more difficult parents. Enforced activities aimed at equalising opportunities may easily absorb the school entire energy. **How to help those resisting to study without endangering educational opportunities of those who wish to learn?**
- Returning to the anthropological roots of education: character shaping, creativity, and interactive skills.

- Comprehensive cultural conditioning. Educating the young to become good citizens of Wrocław, Poland, and Europe, respecting and understanding the fundamental values of the European civilisation.
- Transforming masses into society. Giving students possibilities of direct contacts with workings of self-government, politics, culture, and market.
- Abandoning the dogma of equalising opportunities (usually downwards) through the uniform requirements. Opening schools to the richness and variety of human nature.
- Education of the youngest. Early identification of upbringing deficits and appropriate steps to correct them; particularly by arousing curiosity and shaping motivation.
- Fair school. Honest and explicit evaluation of students' behaviour. Putting an end to flattery, rat race, games of appearances, and undeserved promotions.
- Friendly school. Small classes. Opportunities to pursue extra-curricular interests. A space to express the joy of life, to practice friendliness and resourcefulness.
- Competent school councils. Councils gathering skills and authorities capable of resolving conflicts between teachers and parents.
- Non-public schools. Possibility of adjusting school curricula to the special parental preferences (also confessional schools, including atheistic schools).
- Skills to use and to resist information networks. Forming personalities knowledgeable about the virtual world and deeply rooted in reality.
- Breeding creativity. Restoring and increasing importance of technology and art classes. Involving people from the world of culture in education.
- Educating the educators. Growing requirements with regard to teachers paired with adequate increases in their pay and prestige.
- Building the local identity. Schools as incubators of local patriotism and facilitators of students' attachment to Wrocław.
- Opening schools for mature people. Platforms for the debate on public issues and lifestyles. Teaching how to actively use leisure time and offering facilities.
- Making use of the demographic decline. Using the extra space available to improve school functioning (smaller classes, greater flexibility of curricula, etc).

- Restoring the system of classes with their own classrooms to create environment enhancing social awareness and understanding of the common good.
- Launching pilot programmes of learning by doing, targeted at the development of technical skills. Especially experimenting with historic technologies as a catalyst of the young people innovative intuitions.

4.2.2 Training of Specialists

- The educational system has got excessively concerned with its own aims and criteria and is focused mostly on preparations for the entrance exams to the higher education levels. **How to remodel the system to make it provide knowledge useful outside the system?**
 - Diversification of education. Variety of Curricula and multiple trajectories of school and university careers. Identifying and honing of specific talents.
 - Resisting excessive standardisation of education. The prospects of finding a really good job are better with the niche skills.
 - Preventing market overload with too narrow specialists. Encouraging higher education profiles to provide twofold specializations – especially traditional specializations in combination with information technologies and management.
 - Preparing human resources for the modern service sector. Ceasing the illusion that there is a substantial market for the vocational training in this area. Answering to the real demand for the *well-behaved* people, reasonable, well-informed, and good with numbers.
 - Renewing human resources in technical professions. The lack of skilled workers, resulting from the wrong identification of trends, has become a crippling gap.
 - Implementing skills and habits of self-education. Preparing for extra-school education. Using to the best advantage life-long learning and distance learning.
 - Discerning between educating people for themselves and for the society. Necessity to prepare the elites of competences. Significantly better conditions of studying and significantly higher requirements.
 - Building the brand of educational institutions based on graduate careers. Providing employers with clear signals on what can be expect from the graduates of a given school.

- Opening the education system to the world. International students exchange at schools and universities. Schools for foreigners working in Wrocław and for their children.
- Symbolic appreciation of the top class education. During each municipal term, at least one high class building for a school that is the pride of the city.
- Creating the *Urban Information Bank about the Careers of Wrocław Students* tracing the data on the outstanding careers of people educated in Wrocław.

4.3 LABOUR

4.3.1 City economic policy

- An efficient economy should be subject to the discipline of market competition. Any other solution raises the costs and compromises the quality of production and service. **How to implement the economic preferences of the city without distorting market signals in its sphere of influence?**
- Establishing the economic reputation of Wrocław as a city of professional quality and merchant reliability.
- Absolute, even obsessive protection of the economic sphere against corruptive extortions. Fast and firm legal actions combined with the social ostracism.
- Counteracting formation of local monopolies, especially these that might be based on municipal procurements. The City must be the guardian of the fair competitiveness.
- Supporting economic diversity, which is the best shock-absorbing factor in case of perturbations in external markets.
- Focussing on innovative solutions in niche markets, as the relatively easiest way for the local companies to draw benefits from new technologies.
- Entering the vast market of customised products and services that emerges as a result of the consumers' fatigue with mass production.
- Remaining sceptical about aspiration to join the leaders in the "leading" economic sectors, if such ambitions are not supported by some technological or conceptual edge.
- The leading role of Wrocław in founding the regional innovation system and in promoting the culture of cooperation indispensable for the knowledge economy development.

- Bringing together the main actors in business and professional circles to debate on the urban and regional policy of economic development.
- Withdrawal of the City from the direct involvement in market games. Prompt conclusion of all due privatizations in the urban economy.

4.3.2 Jobs

- In the process of globalisation the economy is releasing from limitations of the immediate surroundings. Capital flees from places where it is heavily taxed and flows to places offering better conditions for growth. **How to make significant companies establish themselves in the City and how to draw benefits from their presence?**
- Strengthening the City reputation by emphasising successes in attracting foreign direct investment and in influencing investors to take roots in Wrocław.
- Developing civilisational attractiveness of the City. The well rooted corporations tend to bring in their innovative and marketing units. The City should strive to achieve this goal.
- Wrocław is a base for some significant companies of the local origin, which have tied their future with the City fortunes. These firms are strategic partners and their commitment to the City should be supported.
- As a rule, medium-sized companies provide stable jobs and are loyal to communities in which they operate. Such companies deserve trust in the Town Hall.
- Small companies constitute the most flexible sector of the market. Some are run by clever innovators, some by determined people without particular qualifications. They all need special protection against bloated bureaucracy.
- Reversing marginalisation of Wrocław crafts and trades. Nowadays this sector loses with the black market and mass production but it has good prospects and provides cheap jobs.
- The City Hall is one of the Wrocław biggest employers, both directly and as the ordering party. It should play significant role in shaping of the local labour market.
- It is necessary to counter the inflation of procedural thresholds (entitlements, eligibilities). Irrespective of intentions, it raises the market entry costs and restricts economic initiative.
- Granting privileges to new investors should be constrained. In the next stage of the more sophisticated development, subtle preferences for the well-rooted investors will become more important.

- A programme to overcome limitations of human resources in technical professions, which already impedes the procurement of new investments to the conurbation.

4.3.3 Employees

- From the perspective of external investors, the main economic asset of a given location is the availability of highly trained and somewhat cosmopolitan workforce. Yet, the mobility of such employees tends to become similar to the quick-silver mobility of the financial capital. **How to tie up such people with Wrocław when, at least in the middle-term perspective, they cannot expect a competitive salary?**
- In the international statistics Poland appears to be both: the country with the record number of the working-age unemployed and the country where the employed work a record number of hours. **How to counter this form of exploitation unforeseen by social philosophers?**
- Accepting as irreversible the progressing decline of the strongly procedural professions that are bound to be taken over by computers.
- Accepting as a greater than expected durability of traditional professions based on *know-how* (the “Polish plumber”).
- Preparing for new professions, located mainly in the ICT networks, which bring about decentralisation of employment and more flexible working hours.
- Shaping cultural qualifications that enable frequent changes of specialisation. Developing adaptive abilities supported by the life-long learning system.
- Promoting flexible employment as the main competitive factor. Protection of labour against bureaucracy. Physical security before social security.
- Endorsing friendly working environment as a kind of substitute for higher wages. Solidarity based on co-responsibility.
- Flexible ‘employment for demography’. Providing professionally active people with opportunities to run families. Adaptable working schedules and part-time employment.
- Wrocław as the leader of the flexible employment movement. Conceptual guidance and exemplary solutions implemented in the municipal office structures.
- Work as an indispensable element of the worthy lifestyles. Providing jobs for the people who do not have and will not have special qualifications. Sponsored jobs.

- Keeping the municipal reservoir of simple jobs excluded from the global technological competition. Manual jobs in the service sectors, such as cleaning, repairing, overseeing, etc. retained for the locals.
- Facing selective mobility of employees (the highest and the lowest qualifications). Preparing for migration of labour and multiculturalism in the workplace.
- Mitigating migration pressures resulting from the rapidly increasing shortages in the labour market in the old EU countries, especially in technical and medical services.
- Encouraging gifted and talented young people to work in Wrocław. Providing a decent start in life. Appropriate structuring of departures and returns of the young migrants.
- Sociological insight into migration for work from Wrocław phenomenon. A special focus on the migrants' motivations, hopes and expectations related to their eventual return.
- Formulating the *Wrocław Offer for Young Talents*, including the stage of gaining experiences abroad and the stage of exploiting these experiences later in Wrocław.

4.4 SELF-REALISATION

- For many people the city is attractive as far as it provides grounds for fulfilment of their own aspirations. **Yet, is there time for being an aspiring person between the times spend on working for money and on being entertained for money?**
- Augmenting the space of opportunities necessary to realise ambitions of life in various realms of business, community, culture, science, spirituality, etc.
- Revealing the multiplicity of ways to fulfil the human potential: from impressive successes, through satisfaction from the work well done, to emotions that reward the good deeds.
- Invigorating people overcome by the feeling of senselessness and entangled in the shroud of institutional welfare. Engaging them in important and interesting processes.
- Opening the City to self-realisation via self-organisation. Encouraging participation in culture, local politics, charity, identity building, etc.
- Promulgate respect for the well deserved success. Disapproval of the culture of envy. Inspiring fusion of the American self-made man with the type of Wrocław pioneer.

- Propagating the viable success models – many of them might be found in the Wrocław history. They should be ingrained in the imagination of inhabitants.
- Serious regard for the anthropological aspects of adolescence. When the adults fail to guide their young through the process of cultural initiation, juveniles will be initiated by subcultures.
- Providing youngsters with opportunities to develop the virtues of prudence and courage, responsibility and solidarity. It has to be more attractive than in street gangs.
- Firm stance against attempts to corrupt the youth by criminals, sects, and other socio-pathological groups and individuals.
- Respect for spiritual aspirations of inhabitants. Providing appropriate conditions for the undisturbed and peaceful expression of religious beliefs and worldly views.
- Friendly atmosphere for creative experiments in various fields (excluding axiological innovations).
- Encouraging innovative projects. Institutional support in a form of the “bureaucracy free” patronage.
- Establishing: *The Wrocław Success of the Year Award* to be granted on behalf of the Mayor of Wrocław to a resident who succeeded in a particularly ambitious undertaking.

5 COMMUNITIES

5.1 THE INHABITANTS OF WROCLAW

5.1.1 Symbolic Community

- Wroclaw has about 640 000 residents but not that many citizens – assuming that citizens think in terms of common good and link their success to the prosperity of the City, and for that reasons are ready for some sacrifices and compromises. Demographic situation indicates that the number of residents might decrease over the next decades. **What might be done to increase the number of citizens?**
- Creating identity of the Wroclaw community remains the key to the City's future. **How to foster this process despite the tendencies to focus on matters at hand, so typical of the ageing population?**
 - Transferring property rights to the city owned housing to their inhabitants. Ownership proved to be most helpful in transforming residents into citizens.
 - Informing the citizens on the City matters. Keeping them updated about the choices Wroclaw is facing, the ensuing benefits, risks, and inconveniences.
 - Fostering civic attitudes via debates concerning common causes. Internal promotion of the City. The media oriented towards a serious discussion.
 - Positive response to civic initiatives. Directing city resources first of all to the places where the residents' input might be expected (at least in protection against vandalizing).
 - Making Wroclaw conscious of its history. Strengthening the symbolical space of the City (points of reference, monuments, names). Sharing the sentimental space.
 - Supporting Wroclaw media in their role of advocates of the common good, promoters of the City interests, and creators of the positive identity of its residents.
- Bringing together the group of established Wroclaw authorities (the Archbishop, the Mayor, the Marshal, the Voivode, the Chairman of the College of University Presidents, etc) to act as guardians of values and holders of public recognition (e.g. awards for outstanding citizens and people who love their work).

5.1.2 Families

- Families form the basis of social conduct. The coming years will be filled with problems resulting from the flippant disregard of the family role in the recent decades (gap in the labour market, old age solitude, emotional dysfunctions,

ballooning costs of social services). **What can be done in the City to support formation of the well balanced families, radiating internal warmth and successfully coping with life?**

- Positive pro-family policy directed more toward stimulating of resourcefulness than subsidizing of indolence.
- Family life education. Promoting good practises and traditions. Monitoring and fighting social pathologies. Reducing inheritance of poverty and social exclusion.
- Extending the system of foster families and streamlining adoption procedures. Supporting and promoting the development of family group homes.
- Removing barriers in the organisation of the daily life, which make it difficult for women to have children without compromising or radically limiting their professional ambitions.
- Favourable conditions for restoration of multi-generational families, as an answer to the looming crisis of the old-age pension schemes.
- Imprinting of parents' obligations to their young children and grown-up children' obligations to their old parents as an important part of educational formation.
- Promoting and creating flexible employment (part-time jobs, flexible working hours, work from home, etc). Persuasion and example of the Municipal Office.
- Cheap network system of occasional babysitting (when children are ill or parents away on business). Also provides part-time employment for young mothers and grandmothers.
- A similar service system created for the elderly and ailing persons.
- Providing family privileges in the City area (e.g. reduced fares in the urban transport, discounts at cultural events). The City Hall as provider, instigator and supporter of such privileges.
- A pilot programme of a self-help network of occasional babysitting for working mothers. Preparing the City to support such a system (resources for the start-ups, training, insurance, volunteer certification).

5.1.3 Neighbourhoods, housing estates

- Good neighbourhoods are based on personal contacts, sympathy, and trust. These are factors favourable for the build-up of the social capital. In such circumstances

civic reactions and attitudes are formed. Bad neighbourhoods, which destroy such relations, are the main source of social ills. **How to support formation of good neighbourhoods in Wroclaw?**

- In good neighbourhoods emerging pathologies are early detected and often self-corrected by informal interactions. **How to support such developments without thwarting them by bureaucratic requirements at the same time?**
- Wroclaw consists of the well defined metropolitan centre, a number of self-contained housing estates, and several villages and small towns included but not yet quite integrated into the urban structure. **How to run the comprehensive urban policy with respect for specifics and identity of such vastly different communities?**
- Taking advantage of experience and free time of the retired persons to stimulate and improve the quality of the neighbourhood communities. Supporting grass-roots initiatives.
- Increasing self-governance of neighbourhoods – both forced (housing communities) and regained (mainly from pre-market housing cooperatives). Adequate autonomy in decision making and finances.
- Fostering practices of granting financial assistance to the local self-help initiatives. Extending actions beyond the purely social sphere.
- Establishing mutual relations between the City and neighbourhoods. E.g., if the City provides resources for a playground, the neighbourhood keeps order and provides maintenance. Appropriate monitoring.
- Strengthening the role of schools in their localities. Focusing social activities in schools and making resources more generally available (sports fields, swimming pools, libraries, computer rooms, etc).
- Ensuring compatibility of administrative and parish structures. The latter, for many years, were the only structures actually caring about human ties within local communities.
- Revitalization of decrepit neighbourhoods, dominated by hopelessness, demanding attitudes and fear of neighbours. Difficult task that calls for a diversity of competitive undertakings.
- Sending of unambiguous signals of 'who is in power'. Allocation and decentralisation of resources needed to fight causes and clear effects of the petty vandalism in housing estates.

- Countering urban segmentation by the pseudo-neighbourhoods of guarded estates, which are integrated mainly by the wish to isolate from the supposedly hostile and inferior outside.
- Maintaining a sound primacy of the common over particular good. Firm opposition to egoistic attempts that block projects crucial for the development of Wrocław.
- A pilot project that would increase autonomy of a chosen housing estate, which stays apart in terms of functions and city planning (such as *Lesnica*).
- A pilot project *My Pet Hinders Nobody* in one of the housing estates. Developing working solutions concerning essential practices of sanitation, outsiders' security, treatment of stray animals, and elimination of cruel behaviour.

5.1.4 Academic sphere

- Every fifth resident of Wrocław is a student. Wrocław owes them thousands of jobs, a substantial part of the market demand, and the air of youth and spontaneity. With time, some students will become the City citizens. The rest might serve the City as its agents of influence both in the region and in the distant parts of the world. **How to attract the best students to Wrocław and how to strengthen their ties with the City?**
- Wrocław boasts many eminent scholars and scientists but it is difficult to speak of the Wrocław scientific community. The majority of academicians focus on increasingly narrow issues with increasingly distant financing. **How to assist the integration of sciences making Wrocław a first-class scientific centre? How to support emergence of the body of competence able to set the tone of development for the City and Region?**
- The utilitarian value of science is expressed by innovative inspirations. **How to transform the scientific potential of Wrocław into innovative content of its economy?**
 - Providing favourable conditions for studying in Wrocław. Adequate solutions in the spheres of housing, transport, health service, and recreation tailored to student needs.
 - National and international promotion of Wrocław as an attractive place to study. Foreign languages of instruction, flexible curricula, helpful administration.
 - Effective support for interdisciplinary studies. While their importance is increasingly recognized they lack real backing in the structure of funding and organisation of learning.

- Programmes to bond the promising students with the City. Traineeships, scholarships, and loans which facilitate starting professional careers and families.
- Generous sponsorship of the student culture, recreation and sport. Particular support for actions that involve active participation and integrate student community.
- Organized effort to establish in Wrocław a scientific centre of the international class. Consolidation of intellectual capital of Wrocław universities by flexible co-operation.
- City patronage for scientific events. Supporting international promotion of academic achievements of Wrocław.
- Bringing the Wrocław academic research closer to the City residents' needs. Using scientific competencies to solve the problems of the City, conurbation, and region.
- Building the scientific back-up of the City. Commissioning studies related to the history, perspectives and the present problems of Wrocław. Consulting contracts with universities.
- Building the infrastructural base and financing system appropriate for small innovative firms which try to transform scientific ideas into marketable products.
- Intensive efforts to locate in Wrocław the *European Institute of Technology*, or at least one of its centres (EIT+ programme). Alternatively, following other ways to provide a strong developmental impetus to the academic research in Wrocław.
- Integrating Academia with the City – using exceptional urban opportunities to create a genuine academic district along University – Technical University axis. In the wake of the Grunwaldzki Square modernization, appropriate corridors of light traffic (pedestrian and bicycle routes) should be build and the area filled with student lodgings and services.
- A socio-cultural project aimed at reactivating the once famous tourist raids of the Wrocław students together with the revival of the related students' culture.

5.1.5 Sphere of culture

- What counts in culture are not merely good projects but the people with good projects. Identification of people who should be granted the freedom of creation (i.e. adequate financing) is the essence of the culture politics. **How to achieve this end in the procedural circumstances? Should we stick to the accustomed solutions or should we rather follow the trail of paradoxes?**

- Free artists have ultimately succeeded in their hundred-year war with snobs. Alas, in effect the demand for their work is drastically limited, what forces them strive for officials' favours. **How to reactivate the snobbism in local societies (snob-bism, as an ambition to be immersed in art) and provide artists with the material independence?**
- Wrocław culture prides itself on a strong tradition of avant-garde, arising from the City specific societal background. The avant-garde is now endangered by the atrophy of conventions, which it was used to defy. **How the Wrocław cultural milieu should gear itself up to the incoming post-postmodernism?**
- Recognition that vital culture is indispensable in shaping the identity of Wrocław and its image. Need to reflect on initiatives, which have fallen under the burden of subsidies.
- The everyday presence of arts. Shaping of tastes and judgements. Permanent supply of performances and concerts from the cultural cannon. Saturating the City spaces with visual arts.
- Organization of grand art events that contribute to the class and splendour of the City. Partaking in cyclic international undertakings and developing Wrocław own initiatives.
- Opening to diversity, without compromising quality. Ambitious culture, conventional culture, pop-culture – anything goes, while first-class. The last kind might be expected to survive without subsidies.
- City patronage. Financing chances for the young and promising, and pensions for the retired fathers of successes. Supervising birth and death cycles of cultural undertakings.
- Counteracting participation crisis in culture, where gaping eliminated partaking. Pulling people out of their TV couches into the City spaces.
- Lucid recognition of tastes being satisfied. Protection of innocent minds against kitsch and intellectual trash, including the trendy trash. The necessity of the responsible artistic critics.
- Diligent effort to expound the canon of culture. Schools inviting artists and artistic institutions inviting students. Dedicated concerts, art shows, exhibitions and workshops.
- Cultural distance to the marketing uproar. Force and attractiveness of the Scandinavian patterns of understatement. Making place for surprise, deliberation and reflection.

- Comprehensive care for the cultural life in Wrocław. The present ownership status of the City cultural institutions should not determine the Town Hall cultural policy.
- Cultural initiation of the growing-up generations: educational and cultural centres in housing estates, artistic education, the Students' Culture Centre, etc.
- Gathering Wrocław and Silesia cultural artefacts widely scattered after WW II in Poland and abroad. Examination, documentation and popularization of the Silesia and Wrocław history.
- Sustaining memory about the outstanding inhabitants of Wrocław.
- Investments for culture. New and adopted facilities: Concert Hall at Plac Wolności, Operetta, the *Guards'* Sport Hall, Palace of Education and Technology, galleries, museums. Development of the City spaces appropriate for big open air events.
- Pilot project: *JPII Generation's Culture Incubator*.
- Actions focused on making Wrocław the *European Capital of Culture* in 2017.

5.1.6 Social organizations and civic movements

- NGOs are the modern tool of social goals and lobbying pressures realization. **How to exploit their positive dynamics? How to limit their negative effects, such as creating new problems instead of solving the existing ones, over-representation of minority options in societal discourse and decision-making procedures and excessive professionalization of actions, which should belong to the domain of small communities?**
- Social organizations and civic movements have to be subsidized from the always limited public resources. **How to define the proper criteria of distribution, taking into account the multiplicity and variety of proposals, expansion of excessive claims and development of the procedural mimicry?**
- Youth is the time of learning by experimenting; of one's own adventures rather than the related ones. Such experiences are necessary to form active people, leaders and participants not just fans. **How to create the right outlets for the adolescent energy that would be attractive alternatives for escapades behind the borders of law and decency?**
- Outsourcing of the municipal services addressed to the variety of social partners – from parishes and informal civic movements to the NGOs proper.
- Development of volunteering; opening of public institutions to cooperation with volunteers. The special importance of involvement of the young and old people.

- Development of the civic movements: from self-defence (against floods, vandalism, etc.) to leisure activities (hobbies, tourism, sports, etc).
- Recognition for the initiative groups established for implementation of specific common good projects.
- Support for charity organizations: significance of non-anonymous aid and peer to peer aid. Backing for grass root initiatives.
- Compilation and systematic updating of the comprehensive 'map' of civic activities in Wroclaw, which would grasp these processes in their factual and institutional diversity.
- Making schools and other public spaces easily available for civic activities.
- Providing promotional support for valuable social and civic actions.
- Broad support for the credible organizations engaged in formation of civic attitudes in the young generation (scouting, student ministry, etc).

5.1.7 Visitors and immigrants

- Wroclaw welcomes dozens of thousands of visitors daily and is willing to draw in more. **How to tune up the City for its inhabitants and at the same time make visitors feel at home?**
- The future of Wroclaw depends on the ability to attract the clever people with the crucial skills and talents. **How to bring those indispensable individuals to the City and not to bring about too excessive regional brain drain?**
- The logic of globalization and the demography of labour point to the considerable inflow of foreigners to Wroclaw. **How to resolve the dilemma: cultural multiplicity or multiplicity of cultures? How to prevent minorities from shutting themselves in their own ghettos?**
- The visitors from the Wroclaw metropolitan area and the region of Lower Silesia (mainly pupils, students, commuters and clients) treated according to the rule: *our own people in their own place.*
- Tourists' packages including accommodation, cultural and recreational services targeted on minors and the emerging middle class.
- Wroclaw as an obvious 'tourist-stop' in the Berlin-Prague-Krakow triangle and the entry point for the Lower Silesia tours.

- Promotion of the City, which in its past belonged to different states, as one of the cradles of the European cultural diversity.
- The City as a magnet for VIPs and foreign businessmen. Wrocław as the specific place where the proper standards are met – a local charm with the global touch.
- Converting newcomers into citizens. Among practical tasks: teaching of Polish language, explaining local customs, facilitating assimilation in neighbourhoods.
- Particular attention paid to the Polish families settling down in Wrocław after a prolonged stay abroad.
- Exploiting advantages of the Polish tradition over political correctness in terms of agreeable and loyal co-existence of different cultures.
- Special considerations and material support for Polish families caught by history within the former USSR, which want to settle in Wrocław.
- Making education system ready to cope with the problems arising from the growing cultural multiplicity.
- Care for the foreign companies' representatives and their families. Facilitating adaptation in Wrocław and creating opportunities to pursue their usual lifestyles.
- *The City of Wrocław Young Tourist Educational Package* for the youth from the Lower Silesia and Poland.

5.2 EXTERNAL COMMUNITIES

5.2.1 Metropolitan Area Dimension

- Wrocław at the moment of EU accession was the thirtieth most populous city in the European Union. Brussels with 131 thousand dwellers stayed beyond the first hundred. Both urban areas are of similar size. **How to hit the right compromise between the city size and its significance?**
- By the logic of situation Wrocław is destined to become a functional and symbolic core of the metropolitan area with over a million residents. **How to carry this out effectively, when the absence of appropriate laws goes together with deficit of trust?**
- It is crucial to realize the necessity of the cohesive urban agglomeration.
 - Just outside the city limits, the oases of prosperity are emerging, feeding essentially on the Wrocław market resources.

- The neighbouring communities happen to be flexible enough to exceed Wrocław in enlisting new investors and the better-off citizens (chiefly former Wrocław dwellers).
 - The system where costs and profits would be better-balanced is needed.
 - Otherwise, the growing tensions might lead to serious and harmful conflicts.
- Wrocław urban agglomeration should be formed in an evolutionary way, through the search of mutual advantages and gradual enlargement of cooperation.
 - Establishing cooperation with the interested municipalities in the vicinity of Wrocław.
 - In first stage, cooperation tailored to build trust and establish coordination.
 - In the next stage, delegation of competences and resources.
 - Preparation of legal solutions, which sooner or later are bound to be implemented.
 - Diversification of the City management by delegation of some of the municipal government prerogatives to these suburbia, which began as separate settlements and are still self-contained enough to function as separate units (e.g. Lesnica, Brochów, Psie Pole). The degree of their autonomy should become similar to that of the satellite city entities.
 - Focusing the City Hall attention and activities on the highly urbanized parts of Wrocław, and on their transformation into the proper agglomeration centre.
 - Facilitating the emergence of agglomeration by overcoming obstacles resulting from the 'imperial ambitions' of Wrocław and from external attempts to exploit Wrocław resources in the process.
 - Purposeful management of the metropolitan area formation, so that satellite towns and villages will not get absorbed by the uncontrolled urban sprawl.
 - Determination in sustaining communal vitality of the satellite settlements. They should not slip to the role of bedroom suburbs, industrial districts and other single-purpose functions.
 - Cementing agglomeration through infrastructure networks, planning, common job market and common services (communicational, cultural, educational, medical, etc).
 - Extension of the Wrocław public transport system to the agglomeration townships. Fast urban area trams and railways. Associated commuting.
 - Preventing formation of an urban depression sink that would drain human and material resources from cities and towns located behind the outer edge of agglomeration.

- Coordinated efforts to attract investors to the Wrocław metropolis. Softened competition targeted at the adequate dislocation of investments in the urban area (or in the region).
- Reliable accounting of costs and profits resulting from the urban area cooperation and joint investment.
- Urban area railway network.
- Transformation of the Wrocław Development Office into a unit that would focus on the development of the entire agglomeration.
- Making the next version of the City of Wrocław Strategy the Agglomeration of Wrocław Strategy.

5.2.2 Regional Dimension

- Wrocław is the capital city of an important Polish province of Lower Silesia, which is five times as populous as the City and might still expand and increase its competences. Wrocław as the Lower Silesia recognized leader has significantly greater leverage than Wrocław that concentrates solely on its own welfare. **What should be done to make Wrocław grow up to the regional leadership role?**
- Not everything needs to be located in Wrocław, but the autarky of the other cities of the region is also a poor idea. The relations between the region and its metropolis might be asymmetric but must be mutually advantageous. **How to make Wrocław the attractive capital of the flourishing region?**
- The migration of the talented youth from the Lower Silesia localities to Wrocław might be compensated by the inverse movement. Professionally fulfilled specialists from Wrocław might be encouraged (attractive housing, flexible hours) to move to the provincial collages, clinics, community centres, etc. Thus imported cultural competences might accelerate development of these localities, creating conditions that can persuade the educated young to come back. **How to stimulate movement of people and competences between Wrocław and the smaller regional centres?**
- Constraining competition between the City of Wrocław and the region. The active participation of the City in solving problems of its hinterland.
- City support in the articulation of regional interests, lobbying for their realization and promotion of the regional assets.
- Common projects with localities which might supply goods and services complementary to the potential of Wrocław (e.g. recreation areas, spas).

- Increasing regional cohesion by adequate system of transportation. Expanding markets (of goods, services, jobs, education, etc) and increasing possibilities of specialization of different regional centres.
- Advancing emergence of the broad Lower Silesia higher education system, culminating in the Wroclaw universities and research centres.
- Project of fast regional railways providing convenient transport to and from Wroclaw that would open attractions of the City to the inhabitants of the region and vice-versa.
- The Wroclaw museum dedicated to of the lands incorporated to Poland in effect of the WW II, which would cooperate with the similar regional institutions.

5.2.3 National Dimension

- Among Polish great cities, Wroclaw is the most European Union exposed. **What are the resulting business perspectives, cultural commitments and demographic pressures?**
- **How to situate Wroclaw on the symbolic map of Poland: striving for a good rank in terms of weighted averages or by enhancing its exceptionality?**
- While the pull of the foreign centres (especially Berlin) is growing, Warsaw shows its traditional indifference to the matters of Wroclaw and Lower Silesia. **How to strengthen the bonds of Wroclaw with the core of the country?**
- Propagation of a more expressive image of Wroclaw as a 'classy city' especially in relation to Cracow and Poznan.
- The City not merely for a show (big events) but above all a city to live in, which offers daily allures to get out and enjoy, even if only to sit on the Market or walk along the banks of the Odra River.
- Wroclaw, the biggest city in the Odra river basin, has to lead efforts to make the river safe, clean, well-kept and economically viable.
- Reviving the traditional position of Wroclaw as the capital of the entire Silesia. Putting forward and supporting Silesia integrating initiatives.
- The proper stance of Wroclaw in the lobby wars waged in the capital: rather coalition building than lonesome actions, standing for common causes rather than extra privileges.
- Reliable communication between Wroclaw and Warsaw (and Warsaw politicians). Both: transportation infrastructure and institutional transmission (Wroclaw lobby).

- Implementing the *New Technologies Highway* (Wrocław – Katowice – Cracow) idea.

5.2.4 European and global dimension

- Lower Silesia is in the zone of the direct interaction between Poland and Western Europe. When the variety of Europe (old and new, traditional and post-modern, etc.) is taken into account, some important questions emerge. **What to copy, what to reject, what to ignore and what to glorify? What should be the attitude towards the EU institutions – how to take, how to give, how to persuade?**
- **How and to what extent engage Wrocław's in problems of the European Union and the whole Europe, as well as in problems of the global significance?**
- Wrocław as a major EU city should be somehow anchored in the Europeans' memory. The people for whom Wrocław experiences might be relevant should be identified and approached. **How to create the international brand of Wrocław? Hardly known to many, or well-known to a few? Universal popularity or network popularity?**
- Transformation of Wrocław into the *Meeting Place* or the *Place of Encounter*. How to understand and implement the practical meaning of the Pope's metaphor.
- Practical consequences of the excellent City location. Forming relations with the neighbouring metropolises (including the biggest one – Berlin).
- Building bonds with the former Wrocław-dwellers (Breslau citizens, emigrants). Making use of their influence and sentiments for the benefit of the City.
- Influencing foreigners graduating from Wrocław universities to become spokespersons of the City's interests and experts in promoting Wrocław in their own countries.
- Active exploitation of opportunities existing in the network of partner cities. Initiating joint initiatives and undertakings.
- Due to its shifting historical allegiances Wrocław fits to the role of the Central Europe Strasburg. Attracting new institutions operating on the above regional level.
- Strengthening bonds with the Wrocław citizens residing abroad (also theses in Warsaw, Brussels or Strasburg). Encouraging emigrants to come back eventually.
- Strong presence of Wrocław in the network societies – bound by the common values and the modern ICTs.

- Determined drive to host an EXPO exhibition in Wrocław.
- Attracting internationally acclaimed events to the City (EURO, EXPO, Futuralia, etc.). Learning by doing from the successful and unsuccessful attempts.
- Cyclic lectures and conferences focused on the crucial problems of Europe and the world.
- Exhibition of the 'Territories Regained for the West' expounding effects of the post 1989 transformations.
- A form of appreciation of services given to the City. Distinction more popular than the City Honorary Citizenships and Ambassadorships, e.g. the 'Friend of Wrocław' medal.

6 SPACE

6.1 HOUSING SPACE

- Good housing districts can shape the city image as positively as spectacular downtowns. Wrocław has a lot of the potentially magnificent tenement houses which are full of squalor, devastated and inhabited by the mostly helpless people. **How to stop the decay of the housing substance that still largely decides about the City's urban flair?**
- Coarse housing estates build to '*meet the housing needs of the masses*' are becoming the main problem of Polish cities. The rude constructions become the hive of social pathologies, especially as the more resourceful dwellers flee. **How to slow down degradation of the concrete slab estates?**
- It is crucial to stop the transformation of Wrocław into a bagel-shaped city. Degeneration of the inner ring of housing estates has to be reversed.
- It is necessary to inhibit the urban sprawl, which in the present demographic situation might lead to depopulation of the City.
- Countering real estate speculations that damage competitiveness of the Wrocław housing offer and makes the City less attractive for prospective residents.
- Preservation and upgrading of the multifunctional downtown streets. Promoting advantages of living close to the thriving city centre.
- Following the local tradition of self-contained housing estates (such as Sepolno). The advantages of a small town life and the big city attractions within the reach.
- Upholding character the old and enhancing personality on the new Villa estates. Combining the best of the two worlds: pastoral enclaves in an European metropolis.
- Revalorization of the city tenement houses:
 - relieving outstanding buildings from the burden of the social housing;
 - total modernization of the best ones, targeted at the upper segment of the real estate market;
 - rescue of the remaining ones by promoting the do-it-yourself deals – cheap apartments for the energetic and diligent.
- Transformation of the post-soc housing estates:
 - eradication of the concrete slab blocks of flats from the city centre;
 - urban regeneration of estates located at peripheral zones by introduction of communal tissue supplements;

- aesthetic upgrading, removing traces of vandalism and territorial signs of subcultures;
 - individualized management, increased competences and responsibilities of the local councils.
- A comprehensive advancement in cleanness and neatness. Unambiguous rules of responsibility for the maintenance of order. Civilized coexistence of people and animals.
- Rendering city land widely available for housing construction, with all due care for the urban tissue concentration.

6.2 PUBLIC SPACE

- A well-formed, friendly public space, filled with human activities and full of occasions for walks, meetings and interactions, is a big city major attraction. **How to save this space from being submerged in the multitude of cars and appropriated by particular users?**
- Striving for the architecturally attractive and lively city centre. Filling up of the post-war gaps in the urban fabric. Completing renewal of the historic Wrocław.
- A *classy city* in its spatial expression, finery of details and standards of maintenance. New classy places should be joined by the newly arranged classy stretches, growing into a network spreading over the entire city.
- Systemic protection of classy places against declassment. Creating robust conservation and repair mechanisms. Attracting the suitable public.
- Fulfilling duties with regard to the past. Appropriate care for the historic edifices (sacral, cultural, academic, official); renovation, reconstruction and the adequate external setting.
- Fulfilling duties with regard to the future. Modern representative buildings expressing the City civilization priorities (universities, high schools, cultural institutions).
- Formation of the modern administrative city centre. Integration of municipal and regional offices at the Plac Spoleczny.
- Saturating Wrocław with visual arts. Symbols of the new and old remembrance. Unpretentious reflection on the human fortunes. Accents of warmth and humour.
- Advancing development of the upper-class quarters. Conversion of the Wrocław revitalizations schemes into market ventures.

- Satisfactory number of consumers' culture facilities (shopping malls, show centres, sport halls, parking lots, etc). Location and appearance suitably composed into the city scenery.
- Odra as the most picturesque element of Wrocław landscape. Integration of the city along the river. Opening views and approaches to the riverbanks within the city limits.
- Adaptation of the City transport and architecture to the needs and possibilities of the children, elderly and handicapped.
- Consequently high standards of the city life details. Less filth, graffiti, noise, waste, ads, ruin, trash, stench, beggary etc. Zero tolerance for vandalizing.
- Human-life preserves. More magnetic places, such as the Market, where people can peacefully talk and walk without being mobbed by cars.
- Removing urban dissonances. Selection, by the way of open competition, of the shoddiest places in the City and their successive upgrading.
- Translating past into present. Amplification of the semantic function of the history marked sites of Wrocław.
- The development of the concept of *Academic Axis*, joining the University and the University of Technology with extensions to *Hala Tysiąclecia* and *Plac Wolności*. It should be conceived as the space of encounter, where arts, faith, history, ideas, knowledge, power, people and the river meet. For the Wrocław's dwellers and visitors alike, it should become the main city walkway that gives access to the numerous city attractions.
- Development of subsequent classy places after *Market Place* and *Plac Grunwaldzki* areas. Preferably, *Plac Wolności* – *Plac Teatralny* complex and the islands in the city centre, with the *Four Sanctuaries District* and the *Grand Island* following.
- Commemoration of the 1997 flood: e.g., water level marks and annual feasts celebrating victory of the Wrocław citizens over the element.

6.3 ECONOMIC SPACE

- Huge and potentially attractive city quarters are blocked by the remnants of the planned economy crash (industrial plants, railway areas). They bring no profits and evidently impede development of the City. **How to win over opportunism of institutions hastily enfranchised on those areas in the beginning of 1990s? How to incorporate these estates into the City modern economy?**

- Keeping reserves of land equipped with utilities ready for new investment. Selective investment policy that adjusted to needs and possibilities of the agglomeration and region.
- Flexibility in assigning land for manufacturing activities within the city limits. Principled approach to environmental requirements. Weighting preferences of actors involved.
- Equipping Wrocław with the modern economic growth infrastructure: industrial parks, business incubators, etc.
- Reintroduction of the post-industrial wasteland into economic circulation. Persuading investors to abandon the greenfield policy.
- Finding alternative applications for the old industrial objects: culture centres, industrial incubators, shopping malls, sport arenas, etc. To make it before too late.
- Integrating small and not troublesome businesses (market places, crafts shops, service outlets) with the public space. Adding local colour, life pulse, human dimension and convenience.
- Protecting the City against floods. Exerting pressure to speed the construction of the Wrocław Water Junction.
- Completion of the existing networks of municipal and industrial utilities. When reasonable, extension of such networks into other localities in the urban area of Wrocław.
- Integrated coordination of operations concerning the City infrastructure. Comprehensive modernization of the subterranean Wrocław.
- Allowing for the emerging possibilities of the dispersed utility systems (solar panels, fuel cells, thermal pumps, borehole wells, automatic sewage treatment plants, etc).
- Creating a comprehensive, multi-agent city cleaning system. Organizing a polycentric agglomeration system of waste management.
- A coherent railway system providing connections within the Wrocław urban area. Revitalization of the regional connections.
- Providing infrastructural systems with redundancies (diversification and extra capacities) necessary to cope with the potential emergencies.

- Redefining the functions of the farmlands within the City limits. Successive removal of allotment gardens from the city centre.
- Intense lobbying for the completion of the *Odra Programme 2006*.
- Launching the program: *Wroclaw Environment and Development Harmony*. The basis for an environment protecting and development stimulating consensus based on the *quid pro quo* principle.

6.4 RECREATIONAL SPACE

- An attractive city must offer a choice of leisure opportunities to satisfy various needs in diverse circumstance. **Still, how to win over TV, Internet and the other multimedia entertainment, which serve the pulp of virtual attractions behind time and place?**
- The awareness that kids need to play, young need to fool around, adults need to relax, and elderly need to have a rest. The City must meet these needs – as smoothly as possible.
- City events for every season of the year. An extensive calendar of permanent ventures that create the tradition and brand of the City.
- City attractions for every evening. An impulse to go for a play, a concert, an exhibition, a sport event must be feasible almost everyday.
- A diversity of recreation spaces from silence zones to ear-splitting places. The safety of recreation. Opportunities to escape from the virtual world.
- Green spaces: parks, public gardens, greenbelts, out of traffic walking lanes. Providing security and tidiness.
- Opportunities for active relaxation (walking, jogging, biking, swimming) and team games easily accessible in the entire city.
- Sophisticated entertainment facilities (Aqua Park, amusement park, amphitheatre, show rooms, racetracks, etc).
- Facilities for sports admiration and practice (stadiums, tennis courts, swimming pools, marinas, golf courses, etc).
- Facilities for the new generation of teenager sports (roller blades, skateboards, climbing walls, mountain bikes, etc).
- Providing general access to swimming (school pools) and winter sports (artificial ice rinks and snowed sled tracks) for school children and youth.

- Blending Wrocław with Odra. Turning the City to face the river. Banks of Odra as the Wrocław main promenade, scene, and playground.
- Opening Odra, its tributaries, islands and banks for recreation (e.g. summer lagoons). The water quality improvement crusade. On the strategic horizon: bathing in the Odra River.
- Educational recreation: nature and history trails, planetarium, science parks, monuments of technology, open air expositions of the Science Festival, ethnographic workshops.
- Tourist recreation infrastructure. Picnic fields and camping sites of appropriate standards. Cheap and decent pensions. Reliable tourist information. The *Wrocław City Tour* and a selection of city walks.
- Opening the *City of Encounter* to the big tourism, involving: money, languages, promotion, local colour and cosmopolitan refinement. The *Stop in Wrocław* programme addressed to the international tourist offices.
- *A Garden in the City* pilot project. Contemporized model of the allotment leisure, based on farmlands within the city limits: clean surrounding, bigger plots, better soil, easy access, landscape architecture. A package of accompanying services (cultivation, seedlings, equipment, utilities, security, catering, etc).

6.5 INFORMATION SPACE

- The increasing number of people looks for self-realization in the information space. Yet, the results of ICTs surge and education period extension fall short of expectations. The flood of detailed information seems to destroy curiosity and impede formation of the well-balanced opinions. Shortage of such opinions paves the way for flawed decisions. **How to reverse this perilous tendency that the more and more informed understand less and less?**
- Mass media are indisputable rulers of the information space. Their attitude might decide on the success or failure of the projects undertaken within the public sphere. On the other hand, competitive pressures dissuade media from engaging in matters not sensational enough. **How to argue in the uproar: to shout still louder or to create more hushed enclaves of dialogue?**
- Contributing to formation of the information environment favourable to self-education and understanding of the world. Enlisting support of the Wrocław media in this undertaking. Cooperating with Wrocław intellectuals in this respect. Stimulating role of the Wrocław scientific achievements; especially in natural and technical sciences.

- Popularization of science and scientific thinking. Supporting events like *Lower Silesia Science Festival* and institutions such as *Wroclaw Scientific Society*, *Studium Generale*, *Salon of Prof. Dudek*, etc.
- Enhancing intergenerational dialogue. Making beneficiaries of the 1990s transformation listen to the arguments of the younger and older society members.
- Absorbing the fact, that the ICTs onslaught is inevitable and irrevocable, irrespective of our efforts to back it or to curb it.
- Developing abilities and habits to use efficiently computer and Internet technologies both in the City offices and among the general population.
- Enhancing the Internet use in accounting, administration, legal actions, trade, promotion, services, etc.
- Using Internet for the broad communication with the world as well as for the intensified local cooperation.
- Developing skills of sensible exploitation of the computer information networks. Learning to distinguish good from evil and from rubbish.
- The image of Wroclaw, its brand and its problems strongly rooted in the information space. Providing capacities for the public opinion feedbacks.
- Providing inhabitants of the Wroclaw urban area with a general access to the broadband Internet.

6.6 TRANSPORTATION SPACE

- The famous columnist Kisiel noticed that *making soup from aquarium is easy, but reversing the process it is very difficult*. **How to regenerate public transport in the city appropriated by cars?**
- Reliving the City from the transit traffic, while alluring passing tourists to pay a visit. Convenient exits to the centre. Associated services and promotions.
- Ruthless elimination of the heavy transport from the city centre. Reload centers and truck weigh stations. Meticulous execution of environmental standards (noise, exhaust).
- Soft elimination of passenger cars from the city centre that leaves a possibility of entry in emergencies. Numerous pedestrian zones. A ban on pavement parking. Prohibitive parking fees in the central zone.

- Attractive pricing at the perimeter parking lots. The City sponsored public transportation between such lots and the centre.
- Adjusting the City centre to the restricted car access conditions. Appropriate delivery logistics. Shops offering home-delivery services.
- The priority for the public transport. Traffic segregation: separated bus lanes and tram rail lines. Privileges in traffic organization. Flexible fees. Convenient transfers of passengers from line to line.
- Domination of the rail transport in the public transportation. Dedicated tunnels and bridges. More frequent runs, capacity flexibly adjusted to the changing demand.
- Modernization of Wrocław railway hub. Fast metropolitan and regional railways. Smooth integration of the City railway system with its public transport system.
- Development of the City airport, making it especially attractive for the cheap carriers. Good links with the City centre: railway and highway. Large and cheap parking lots.
- A fast and through upgrade of the street network and street surfaces. Subsequent shift of priorities toward efficient maintenance and repair works.
- A radical calming-down of the city traffic. Imprinting the right driving manners; less aggression (horns), considerate parking. Less signs, fewer but better enforced restrictions.
- Deregulation of the public transport. Allowing competitive carriers to the market. Retaining control over the transportation network.
- Innovative transportation solutions, enhancing the positive image of the dynamic City. Electric and hybrid busses, water and aerial gondolas, possibly 'Ginger' type vehicles.
- Safe system of bike routes within the urban area. Introduction of numerous bike parking lots, first of all at the city transport nodes.
- Recreation paths separated from the traffic; in particular along the Odra banks using some under-bridge passages.
- Improved logistics of the City road reconstructions (esp. better concentration). Increased leverage of the traffic maintenance services on the investment services.
- A pilot implementation of an outer parking, operating in the *Park & Ride* mode, targeted at the recognition of public reactions and their appropriate shaping.

7 SELF-GOVERNMENT

7.1 THINKING

- The City is a deposit from the past for the future, which needs to be cared for and enriched. Those presently in power must prepare the next generation to continue with this task.
- Our successors must not be ruined or incapacitated by the present commitments on their account.
- The diverse options of development should be open as long as feasible. Plans should be made as late as possible. Some resources must be reserved for unexpected events.
- Human and social capital are the City's main assets. The future of Wrocław depends on the use of these resources. They must be accumulated and protected against corruption.
- The formation of the civic society must be steadily and patiently supported. The *classy city* means a city which tone is set by the influential middle class.
- The multifaceted attractiveness of Wrocław has to be built in order to draw in and hold in the best. The outside partners are attracted to be moulded into internal ones.
- Some detachment of the City politics from the world of grand politics should be maintained. This skill is a positive singularity of the Wrocław self-government that needs to be cultivated.
- Pragmatic approach must be moderated by wider responsibilities: toward Poland, Europe, Western Civilization and humanity.
- The City should be sustained by the economic activity of its inhabitants and not by its own. The strategic economic aim of Wrocław is to expand its fiscal base.
- The phase of getting rid of the real socialism remnants must be quickly and definitely completed. The economic assets at the City disposal have to be released for the market.
- A true development has an innovative character. Modernization by imitation might reduce developmental delays, but will never get rid of them.
- Innovativeness involves learning on errors and toleration of diversity. Errors and diversity come with the obvious costs, and these costs must be accepted.

- The weak and impaired must be supported, but not the passive or deceitful. Competing with other cities in the welfare give outs would create the fatal attraction to Wrocław.
- The European Union Funds provide a temporary boost that should enable Wrocław to stay firmly on its own feet. In the perspective of this Strategy the City will need to live from its own resources.

7.2 GOVERNANCE

- The simple reserves made available by the system transformation of 1990s are running out. Presently little can be improved without infringement of some interests. This calls for the courage and determination of the City authorities.
- The successful development of Wrocław depends on the skills of the City rulers in pursuing unpopular changes in the name of public interest.
- The City authorities must be friendly but resolute; tolerant of momentary failures and unwavering in face of abuses.
- The authorities must be trustful but unforgiving; the credit of trust should be easily given, but repayments resolutely executed.
- Poor legislation has become the main obstacle to development. No effort should be spared to expand the domain of common sense. The voice of the City in calls for sensible legislation on the national and EU level should be heard.
- Quality demands due price. The purely cost-oriented tenders adversely affect the value. A systematically verified reputation of firms and persons must become a decisive factor.
- The City cannot afford monopolies in municipal services. Such services should be regulated by ensuring competitiveness and by controlling infrastructure.
- The subsidiarity principle must be included to the code of the City governance. The City management should be adjusted to particularities of the municipal fabric structure.
- The Town Hall should focus on problems of the highly urbanized city quarters. The recently absorbed and poorly integrated towns and villages should increase their autonomy and evolve to become the full-fledged elements of the Wrocław agglomeration.
- The role of the housing estate councils in the highly urbanized areas needs to be re-oriented toward development of the social capital in their spheres of influence.

- The City should be ready to act in situations of crisis. The experiences of the 1997 flood, when much of Wrocław was saved by the spontaneous involvement of its citizens, must be integrated into appropriate procedures.

7.3 INSPIRATION

- John Paul II, the authority who has pronounced the City's mission, appealed also to: *enter the world with ideas*.
- True successes are based on countering stereotypes. It is necessary to have such courage, also because the Wrocław's problems and circumstances will be always somehow specific.
- At the moment even the biggest businesses in Wrocław have no capital to back the risky projects. Hence, the responsibility for the promotion of innovative culture falls on the City.
- A noticeable part of the City resources should be allocated for innovative projects. Open competitions for new solutions in various domains should be declared and the most promising ones should be implemented.
- Failures should not discourage but risks have to be controlled. As long as people learn from their mistakes, they should be allowed to risk again.
- The City authorities should know the citizens' preferences. It is necessary to animate the public debate and keep it free from sensations and lobbying. Openness to criticism and disapproval of demagoguery are equally important.
- The social base for the market economy must be expanded. The ethic principles of the market economy should be expounded (trust, honesty, reliability). The JP II generation has to embrace the free market ideas.
- The youth should be included in the workings of the City (internships, projects, volunteering). Learning by doing is the best way to prepare for the generational change.

7.4 SERVICES

- The way the citizens are treated by the City clerks and officials should be the model of conduct within the public sphere. The client's time should be treated like the public money.
- Minimization and facilitation of procedures for the typical cases. Readily available decision-making capacities for untypical cases.

- Decisional intelligence: rather react flexibly than regulate meticulously. Taking for granted that unintentional mistakes must occur and being ready to come forward with corrections.
- Improving attitudes toward the general public, i.e. the City's hegemon. Break with the "getting rid of the supplicant" approach. Expressing this in facts and symbols: access to lavatories, chairs, smiles and goodwill.
- The awareness that procedures have their faults and might not be clear for everyone. The consequences of this awareness. Comprehensive responsibility for the customer service.
- The implementation of the modern service technologies. Expansion of ICTs: electronic forms, the Internet and telephone information centres, interactive websites.
- Improved efficiency of the City agencies. The existing "fast access path" for the most important customers broadened to the 'fast access artery' for all.
- The city with a human face: admiration for merited; respect for the resourceful; protection for the aggrieved and aid for the needy.
- A kind and honest city. Incessant validation of the positive media image. Formal and informal feedbacks between population and authorities. Stern reactions to the power abuses.
- Competence and modesty of the City management. The conduct of the City executives as the role-models for the citizens (charity, culture, ecology, active and healthy lifestyles).
- Advanced abilities of cooperation with volunteers and NGOs. Genuine openness to the citizens' proposals. Extension of the social involvement zones.
- Flexible task teams for the innovative projects implementation. Simplified procedures for the City supported pilot projects.
- Reliable and objective monitoring system, which assesses City employees and organizational units, taking into account the effectiveness of their actions and social response.
- Imprinting the City Office's mission into clerks' minds. The awareness of being at the service of the sovereign, i.e. the Citizens of Wrocław.

8 IMPLEMENTATION AND MONITORING

8.1 STRATEGY IMPLEMENTATION

- The 2020 Strategy was developed as the strategy for Wrocław rather than for the Wrocław authorities. With regard to its numerous provisions, the competences and resources of the City's Magistrate are evidently insufficient. Implementation of such provisions calls for a broad and innovative cooperation of many local actors, as well as for bold initiatives and coordination on the national and European level.
- A strategic partnership between various entities operating in the City and its surrounding is essential. It has to embrace the state and the self-government administration, business circles, social organizations, science and professional elites and the Wrocław-committed people in general.
- The partnership should involve both: cooperation in implementation of particular elements of the Strategy and harmonization of such undertakings in various spheres of the City's activity.
- The City authorities are a special partner in such undertakings due to their public mandate, competences and possibilities. They shoulder responsibility for the strategic leadership and coordination in particular directions. They should also support and associate the emerging initiatives that are concordant with the Strategy recommendations.
- It is necessary to gather popular understanding and support for transformations described in the Strategy, and to cultivate the culture of the civic participation. Little can be achieved without active backing of the Wrocław public opinion, especially as necessary changes might involve unavoidable transitory problems.
- It is vital to win the Wrocław mass media assistance. Their role in the promotion, inspiration, animation and appraisal of the proposed actions, is crucial for the Strategy success.
- Translation of the Strategy's guidelines into the measurable City goals should be provided by the mid-term plans of the socio-economic development.
- Innovative activities play the essential role in the Strategy implementation. The City needs flexible operational structures dedicated to untypical cases and risk management.
- Particular strategic tasks should be outsourced whenever possible.

8.2 STRATEGY MONITORING

- The Strategy declares values that are fundamental for Wrocław development and sets directions for the future actions. It is the City Administration prerogative to define concrete goals on the basis of the Strategy. Such goals need to take into account the priorities and conditions existing at the time they are decided. It would be contrary to the logics of the long-term management to evaluate the Strategy progress by success criteria defined in advance.
- The Strategy monitoring must concentrate on regular reviews, which would consider diverse points of view, and determine to what degree the development of the City reflects the Strategy guidelines. Not only City authorities, but also independent experts, media and – most importantly – public opinion should be involved in such monitoring. The revealed discrepancies should lead either to the correction of the City policy or modification of the Strategy itself.
- The task of Strategy related information collection, evaluation and dissemination should be given to a small unit within the Wrocław Development Office. The unit should be more research than administration oriented.
- In accordance with good practices, the operational plans formed in the City should include inter departmental cross-references to the Strategy guidelines. Similar references should be enclosed in the post-implementation reports.
- It seems advisable that one of the Mayor of Wrocław advisors should be given the role of the Strategy's spokesperson. The associated tasks should include evaluation of strategic consistency of selected projects and drawing up reports on the Strategy implementation progress. The responsibilities should also include stimulation of the public debate on the strategic City problems and gathering propositions relating to the Strategy modifications.

